

Assistant Director for Operations

14 March 1955

Chief, [REDACTED] FOIAb3b1

Reorganization of the P & C Staff, OO

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1. PROBLEM:

To provide specialized staff assistance to the Assistant Director for Operations.

2. ASSUMPTIONS:

That the differences in missions, operations, and organizational structures of the Divisions of the Office of Operations, require decentralized supervision, control and administration; but centralized policy determination, planning support and coordination.

3. FACTS BEARING ON THE PROBLEM:

a. The growth of CIA has resulted in a complexity which requires specialized staff assistance to Office Heads.

b. In the absence of a full staff, no specialization has been clearly established within the existing P & C Staff.

c. The modus operandi within the P & C Staff is for each member to see all papers. The volume of papers coming into the Office of Operations leaves little time for the proper performance of staff functions by the members of the P & C Staff.

4. DISCUSSION:

a. General.

The volume of work presently done by the P & C Staff, OO, is not an accurate measure of the work which should be done. Papers requiring the signature of the Assistant Director for Operations or his Deputy are presently presented without thorough review. An attempt is made to coordinate all proposed regulations but too often these are passed unnecessarily to the Divisions for comment. A strong specialized staff, alert to the requirements of the several Divisions, would be able to dispatch the OO view on some proposed regulations without reference to the Divisions. Others, of course, should be

coordinated more thoroughly. But here again, only pertinent paragraphs need be reviewed by the Divisions and a great saving in time of Division Staff Officers could be made if the specialized OO Staff Officers were to indicate these pertinent paragraphs. More uniformity in Division policies can only be achieved by an exchange of ideas between the Divisions. This, of course, could be accomplished by Divisions meeting one with the other, but having a central point of discussion, i.e., the specialized OO Staff Officer, provides an authoritative forum for such an exchange and will lead to more standardized and improved policies at the Division level. Recognizing that the volume of work is insufficient to have a separate staff officer for each function of the staff, it is believed that there is more than enough work to justify the establishment of three specialists. The proposed functions of these three specialists are discussed in b, c, and d below.

**b. Staff Assistant for Fiscal and Management.**

In general, all matters coming under the purview of the Comptroller to include budget, fiscal, etc., should be assigned to one staff specialist. This would include preparation and review of budgets, accounting of funds, preparation of reports on expenditures, obligations, review of regulations and other issuances on these subjects, and liaison with appropriate staff officers of other Agency components concerned. The general subject of travel should be assigned to this officer. This would include office policy, review of regulations and other issuances, the checking of travel orders and coordinating unusual travel arrangements. It would involve handling all travel arrangements for the Office of Operations, headquarters personnel. He should also be a specialist in Tables of Organization. This would entail review of the Tables of Organization for the Divisions and the Staff sections of the Office, recommending changes to the Assistant Director for Operations, and working with the Divisions to achieve maximum efficiency and elimination of duplicating functions. He should be a specialist in methods improvement and work closely with the Organization and Management Service. He should be constantly on the alert for equipment techniques and arrangements which would simplify operations. He should also be the focal point for forms management and should work closely with the Divisions on the scope and content of their records, mailrooms, and the intra-Office distribution system.

c. Staff Assistant for Operations.

The responsibilities of this staff officer are less clearly defined. But, in general, they may be described as dealing with the theory of collection of intelligence information from overt sources, representing the office in working level policy discussions, the formulation of directives for the collection of intelligence information, liaison with other Offices on collection and policy formulation, the standardization of statistical reporting insofar as that is possible, and recommending to the Assistant Director for Operations the kinds of statistical reports required from the Divisions. He should also be charged with the responsibility for preparing drafts of Office of Operations' reports to higher and adjacent headquarters. It would seem that this staff officer would be required to spend a great deal of his time in meetings.

d. Staff Assistant for Personnel.

The responsibilities which should be charged to this staff officer are quite clearly defined. They include all career service matters, OO personnel policy, training liaison, review of personnel actions, training actions, and career service actions. He would be charged with review of all proposed regulations and issuances of these matters and for the preparation of implementing OO Regulations and Notices. He would, also, through personal contact insure proper Division implementation of Agency and Office policies and standardization of Division procedures.

e. Grades.

It is believed that the level of responsibility required of these staff officers justifies grades GS-13. This, of course, will be subject to review after it is determined how well these responsibilities are fulfilled. It is not possible at the outset to determine just how a given staff job will develop. An aggressive Staff Assistant can enhance the position and add to its responsibilities which in turn will justify a higher grade. Conversely, a weak Staff Assistant may well lean on the Divisions rather than support them and a lower grade might result for the job.

f. Staffing.

If these staff positions are to be effective, it will require considerable expertise and specialization on the part of the incumbents. This means that they should not be rapidly rotated. On the other hand, the experience gained by individuals occupying these staff positions should be of great value to the staffing problems of key positions in the Divisions throughout the Office of Operations. Furthermore,

after a very long period of time it is possible that a Staff Officer would have a tendency to stagnate in the position. It might therefore be feasible to rotate the Staff Officers to the Divisions after two or three years service in the job, and to replace them from one of the Divisions.

5. RECOMMENDATIONS:

It is recommended that:

a. The P & C Staff, Office of Operations be abolished.

b. That a Staff Assistant, Fiscal and Management (SAPM), GS-13 be established to handle financial, travel and organization matters in the Office of the Assistant Director for Operations.

c. That a Staff Assistant for Operations (SAO), GS-13 be established to handle the coordination, the policy matters, and the directives on intelligence collection as well as liaison with appropriate Agency components concerned with these matters; to prepare reports for the Office of Operations; to establish standards for statistical reporting, and to insure that such statistical reports are submitted in accordance to the needs of the Office of Operations.

d. That a Staff Assistant for Personnel (SAP), GS-13 be established to handle all matters pertaining to Career Service, personnel policy, training liaison, to include a review of action papers on these subjects, and recommendations to the Assistant Director for Operations.

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